



# Budget Priorities and Strategic Plan - Department of Children and Family Services

*presented by*

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*to*

County of Los Angeles  
Board of Supervisors

# Mission Statement



✓ **DCFS will practice a uniform service delivery model that measurably improves:**

- Child safety
- Permanency
- Access to effective and caring services

# August 2013 Census Data



	Child Population
<b>14,754</b>	Children who received services in the home of their parents
<b>17,140</b>	Children in out-of-home care
	8,945 (52.2%) - Home of Relative 1,319 (7.70%) - Foster Family Home 5,139 (30.0%) - Foster Family Agency Certified Home 1,063 (6.20%) - Group Home 674 (3.90%) – Other
<b>733</b>	Children in adoptive placement
<b>2,052</b>	Children in the home of a guardian
<b>1,481</b>	Youth in Supportive Transition (AB 12)
<b>36,160</b>	Total children served by DCFS

# 2013 Call and Referral Data



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Hotline Calls Received	15,631	15,782	16,968	16,047	20,378	15,245	14,336	15,859
Referrals Generated	12,509	12,508	13,169	13,854	15,357	12,102	11,286	12,227
Number of Removals	931	905	920	906	1,058	926	979	1,018
Percent of Removals	7.4%	7.2%	7.0%	6.5%	6.9%	7.6%	8.7%	8.3%

# Plan Overview



## ✓ Plan Overview:

- Plan released September 2012
- Plan:
  - 3 Goals
    - Emphasize child centered practices;
    - Pursue workforce excellence; and
    - Strengthen organizational operations and systems
  - 12 strategies
  - 50 objectives consolidated to 32
  - Over 300 staff on Objective Implementation Teams
- Teams organized - January 2013
- Department-wide reorganization completed March 2013
- Twelve initiatives completed as of September 20, 2013

# Training Redesign



## ✓ **New Children's Social Worker Academies**

- Began Academy A on August 19, 2013
  - 30 CSWs in Academy
- Began Academy B on September 9, 2013
  - 35 CSWs in Academy
- Began Academy C on September 30, 2013
  - 38 CSWs in Academy

## ✓ **Simulation Lab**

- Five simulation lab days per Academy

# Training Redesign (continued)



- ✓ **Supervisors and Social Worker Mentors**
  - Trained on their role in new training design
  
- ✓ **Transitioning Continuing Services Social Workers**
  - Emergency Response Social Worker Training

# Social Worker Recruitment



## ✓ **New Social Worker Recruitment**

- Open Competitive bulletin posted July 2013
- 301 of 778 applicants met minimum requirements
- Social Worker eligibility list by October 2013
- Selection interviews by November 2013
- Academy by January 2014



# Policy Manual Redesign



- ✓ **325 policies will be revised and condensed into 270**
  - To date 50 policies revised and condensed into 22
- ✓ **Secured \$99,000 grant from County's Quality and Productivity Commission to fund construction of a new policy website**
- ✓ **User-friendly website operational by January 2014**
- ✓ **All policies revised and uploaded by June 2014**

# Foster Home Recruitment



- ✓ **Approved 164 Resource Families for FY 12-13**
  - 108 families approved for adoption only
  - 50 families approved for foster care only
  - 6 families approved for foster-adopt
  
- ✓ **Since May 2013 approved 43 new foster care only homes with 77 beds**
  - 15 beds for children 0 -2
  - 32 beds for children under the age of 5

# FFA Monitoring and Oversight



- ✓ **Establishing a DCFS Contract Monitoring Unit**
- ✓ **Identified staff for Contract Monitoring Unit**
- ✓ **Completed DCFS Contact Monitoring Handbook draft**
- ✓ **Developed Risk Assessment Tool with Auditor-Controller**
- ✓ **129 FFA and Group Home staff trained per April 30, 2013 Board Motion to strengthen contract monitoring**
- ✓ **Developing outcome based monitoring language for future provider contracts**
- ✓ **Department will report on Supervisor Molina's motion to revamp the FFA Monitoring and Oversight Section on November 22, 2013**

# Youth Welcoming Center



- ✓ **FY 12-13, 2,500 youth over the age of 12 awaited placement at ERCP:**
  - Establishing Youth Welcoming Center for youth 12 and older
    - Partnership between DHS and DCFS
    - Construction underway
    - Proposed occupancy in November 2013
    - Furnishings generously donated by Violence Intervention Program (VIP)

# DCFS Education Focus



- ✓ **4,000 referrals to Head Start in last 3 years and 1,500 children enrolled**
- ✓ **DCFS staff housed in schools**
- ✓ **Los Angeles County Office of Education housed in DCFS offices**
- ✓ **Implemented Student Information Tracking System in 2013 for LAUSD (11,000 students)**
  - **Pilot for other school districts planned**

# Title IV-E Waiver

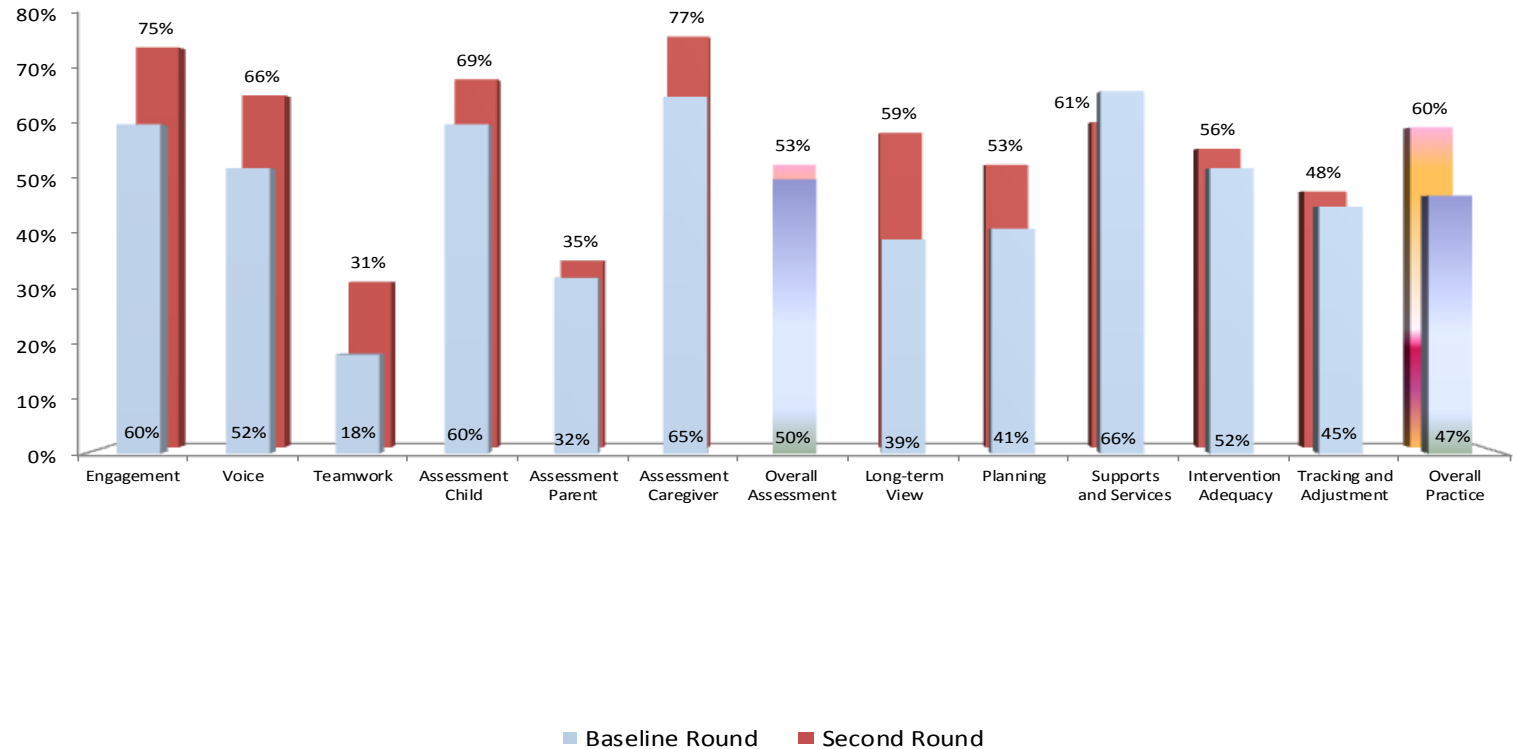


- ✓ **State sent formal waiver extension request to federal government on April 1, 2013**
- ✓ **Federal government granted Second Bridge year July 1, 2013 – June 30, 2014**
  - All previous terms and conditions remain in effect
- ✓ **Projected waiver extension five-year project begins on July 1, 2014**
- ✓ **There are 18 waiver intent Counties, including Los Angeles and Alameda**
- ✓ **Federal approval must occur prior to February 28, 2014 to allow minimum of 4 months to prepare for implementation**

# Quality Service Review (QSR)



**QSR Practice Indicators: Percent Acceptable  
County-wide**



# Blue Ribbon Commission Summary



## ✓ **Prior Recommendations for DCFS Since 2008:**

- Fourteen sources
- 821 recommendations/directives
  - 461 (56%) have been fully implemented
  - 331 (40%) implementation is in progress
  - 29 (4%) have not been implemented





## ✓ Front-Line Practitioner Workgroup

- 220 interviews of front-line practitioners from DCFS, DMH, and child welfare involved private agencies shared the following five themes:
  - Concern about the Blue Ribbon Commission;
  - Insufficiency of social services funding, housing, child care and transportation;
  - Need to re-evaluate the definition of child safety;
  - DCFS contracting process; and
  - Child safety net depends upon prioritization of services.

# Strengthening DCFS' Workforce



## ✓ Technology

- Provided 1,200 Smart phones to staff – Talk-to-Text feature
- Rolled out 1,000 new copiers and printers to offices
- Developed Court Tracking Alert System
- Implemented Statewide CWS/CMS access for all staff
- Implemented e-mHub system to refer clients to medical appointments
- Implemented Warrant tracking system
- Assigned 2 staff to CWS-NS-Sacramento
- Co-located with LEADER System staff
- Developed interface with DMH to identify mental health services provided to DCFS clients
- Family Risk Assessment Tool
- Advanced Analytics Tool pilot